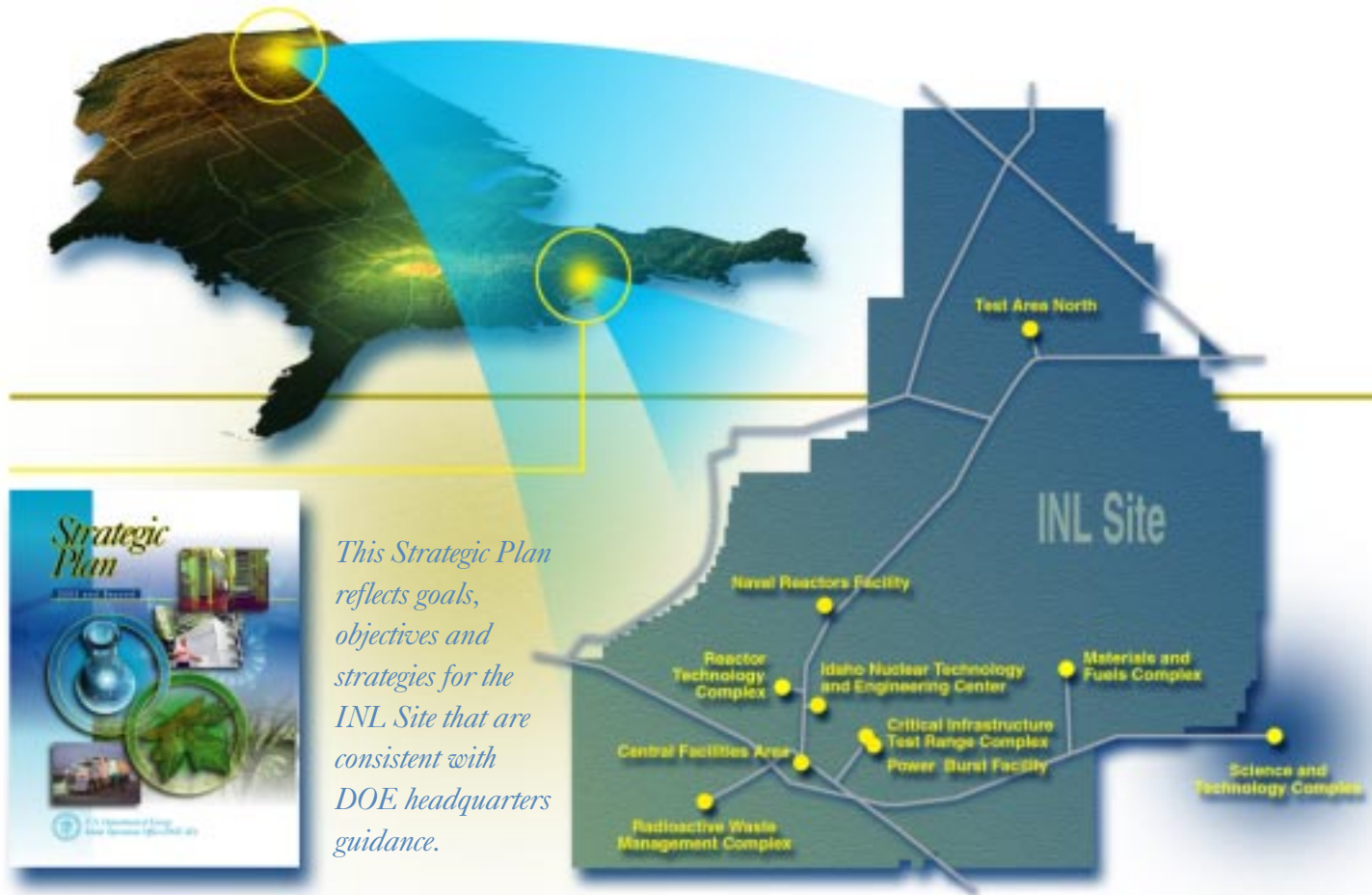


Strategic Plan

2005 and Beyond



*U.S. Department of Energy
Idaho Operations Office (DOE-ID)*



Introduction

This DOE-ID Strategic Plan establishes the Federal vision, mission and role in enabling the Idaho National Laboratory Site (INL Site) mission. The plan identifies goals, objectives, and strategies for the Federal workforce that are consistent with DOE headquarters guidance and direction.

DOE-ID and its contractors are working together in an alliance designed to achieve specific program outcomes aligned with the Department's strategic goals for Energy Security, National Security and Environmental Management. DOE-ID is committed to improving the management functions and technical resources available to support these program activities, to include implementation of the President's Management Agenda. The DOE retains responsibility for overall program and project management and ultimately is responsible for security, health and safety and the proper use of public funds at the INL site. Contractors are hired to manage and are accountable to the DOE for conducting safe, reliable and efficient operations.

The INL Site mission is to operate a multi-program national research and development laboratory, and to

complete environmental cleanup project activities stemming from the Site's cold-war legacy.

DOE-ID receives implementing direction and guidance primarily from two DOE Headquarters offices, the Office of Nuclear Energy, Science and Technology (NE) and the Office of Environmental Management (EM). NE is the Lead Program Secretarial Officer for all DOE-ID managed operations on the INL Site, while EM provides direction and guidance to DOE-ID for environmental cleanup operations on the INL Site and functions in the capacity of Cognizant Secretarial Officer. Naval Reactors operations on the INL Site report to the Pittsburgh Naval Reactors Office and so fall outside the purview of DOE-ID. NE and EM planning objectives and performance measures are the basis for the program related strategic planning goals and objectives described in this strategic plan. DOE-ID operations are generally conducted using contracts or other financial arrangements with private sector, university or other governmental partners. DOE-ID has contracted with Battelle Energy Alliance (BEA) to manage and operate the Idaho National Laboratory (INL). Separate contracts have been negotiated to implement various aspects of the INL Site cleanup, however, the principal contract to do this work

is with CH2M WG Idaho, LLC (CWI). Performance expectations have been negotiated with INL Site contractors and are documented in the contracts and in the DOE-ID Performance Evaluation and Measurement Plan. The accomplishment of performance expectations is monitored and verified by the DOE-ID employees.

The Department of Energy's vision is for the INL to enhance the Nation's energy security by becoming the preeminent, internationally-recognized nuclear energy research, development and demonstration laboratory within ten years. The INL will also establish itself as a major center for national security technology development and demonstration. This requires that the INL be a multi-program National Laboratory with world-class nuclear capabilities. The INL will foster new academic, industry, government, and international collaborations to produce the investment, programs and expertise that assure this vision is realized.

DOE-ID Federal workforce responsibilities are closely aligned with DOE headquarters and fall broadly into three main categories:

1. Contract Management – DOE-ID has a lead role in setting and communicating expectations in INL Site contracts, authorizing and funding contracted work, approving compliance documentation, and assessing performance against contract requirements.
2. Headquarters Support– DOE-ID provides direct support to DOE headquarters customers in managing and overseeing DOE mission related work performed at other DOE sites, and for administering other DOE financial arrangements with the private sector, academia, local governmental entities, and international partnerships.
3. Stewardship – DOE-ID is responsible for maintaining and protecting Federal assets and for being responsive to INL Site stakeholder interests and concerns. Where appropriate, DOE-ID will leverage the existing Federal investment in INL Site infrastructure to further advance and develop state-of-the-art energy and national security technologies in support of DOE strategic goals.

Our Vision and Mission

The DOE-ID Vision is:

To be recognized as the best-in-complex operations office, known for excellence in contract administration and oversight, and thereby facilitate the timely delivery of solutions to nuclear energy and other energy resources, national security, and environmental management challenges.

The DOE-ID mission is:

To work in alliance with INL Site contractors and support DOE headquarters customers to develop and deliver cost-effective solutions to both fundamental and advanced challenges in nuclear energy and other energy resources, national security, and environmental management.

Goals and Strategies

The DOE-ID primary strategic goals for Mission Success are:

- Laboratory Management Goal (LM):
Work towards the creation of a world-class, multi-disciplinary laboratory focused on nuclear energy and national security research and development.
- Environmental Management Goal (EM):
Complete the environmental cleanup in a safe, cost-effective manner, consistent with the principles of the EM Closure Planning Guidance Document dated June 1, 2004.
- Corporate Management Goal (CM):
Ensure the safe, reliable, and efficient completion of the DOE/INL Site missions.

The following pages outline objectives and strategies that will be implemented to achieve each of our goals. In general, specific tasks are developed to implement the individual strategies outlined in this document and are described in individual performance agreements and program implementation plans.

DOE-ID Manager's Performance Expectations

DOE-ID management values a highly qualified and motivated workforce as key to continued success. The DOE-ID Manager has identified specific performance expectations for DOE-ID employees:

- Form an "alliance" with the contractor. Perform as separate entities combining collective strengths to accomplish the INL Site mission.
- Meet commitments. Do what you say and when you said you'd do it.
- Be a "tough customer". Manage the contract and not the contractor.
- Model the initiative, commitment, and teamwork expected of a best-in-complex operations office.
- Maintain a "trust but verify" role. We must know what's going on.
- Hold each other accountable and take responsibility for your own performance.
- Understand the situational environment we're in and remain effective.
- Be openly communicative and inclusive with each other, and with our customers and stakeholders.



The INL contract is focused on nuclear energy and national security research.



Laboratory Management

Goal

Work towards the creation of a world-class, multi-disciplinary laboratory focused on nuclear energy and national security research and development.

Objectives

- Objective LM-1** *Take measurable steps toward creating and demonstrating the broad applicability of the INL's capabilities as a world-class nuclear energy and national security R&D laboratory.*
- Objective LM-2** *Develop and implement a Ten Year Site Plan that embraces the vision for the laboratory set forth in the INL contract.*
- Objective LM-3** *Fulfill the federal role in achieving the INL vision by adhering to the contract, meeting Federal Baseline milestones, and conducting effective oversight to help ensure programmatic success, excellence in facility operations, and protection of workers and the public.*

Strategies

LM-1 *Take measurable steps toward creating and demonstrating the broad applicability of the INL's capabilities as a world-class nuclear energy and national security R&D laboratory.*

LM-1.1 Assist the INL in developing partnerships and interfaces with industry, DOE programs, and other federal agencies by ensuring that these entities are aware of the capabilities and mission of the INL.

LM-1.2 Enable the INL to retain and recruit the best available scientific and engineering professionals through such means as competitive salary and benefits programs, recruitment and retention incentives, and attractive missions and facilities.

LM-1.3 Develop and promote the availability of National User Facilities at the INL.

LM-1.4 Provide appropriate advocacy for developing new missions and facilities that are consistent with the DOE vision for the INL.

LM-1.5 Ensure quality performance by the Radiological and Environmental Sciences Laboratory in radiation protection program and environmental analyses.

LM-2 *Develop and implement a Ten Year Site Plan that embraces the vision for the laboratory set forth in the INL contract.*

LM-2.1 Provide the resources and other support necessary for the INL to maintain existing facilities, construct new facilities as needed, and reduce the footprint of unneeded or outdated facilities.

LM-2.2 Work with the INL to issue a revised Ten Year Site Plan by the end of 2005.

LM-3 *Fulfill the federal role in achieving the INL vision by adhering to the contract, meeting Federal Baseline milestones, and conducting effective oversight to help ensure programmatic success, excellence in facility operations, and protection of workers and the public.*

LM-3.1 Adhere to the Idaho Management System and the Contract Oversight Model in carrying out federal responsibilities related to the INL.

LM-3.2 Ensure DOE-ID management has a detailed understanding of the INL contract by conducting a

contract seminar series in FY 2005 and establishing a qualification process designed to verify the competency of DOE-ID managers.

LM-3.3 Establish, maintain, and adhere to a Federal Baseline that captures DOE-ID responsibilities contained in the Contract Data Requirements List, DOE-NE Program Guidance Letters and program milestones, and other documents.

LM-3.4 Provide outstanding program management and oversight, procurement, and other support to DOE-NE and other DOE-ID customers.



Environmental Management

Goal

Complete the environmental cleanup in a safe, cost-effective manner, consistent with the principles of the EM Closure Planning Guidance Document dated June 1, 2004.

Objectives

- Objective EM-1** *Complete efforts to safely accelerate risk reduction, footprint reduction and continued protection of the Snake River Aquifer.*
- Objective EM-2** *Complete shipment of transuranic waste offsite and meet commitments in the Idaho Settlement Agreement.*
- Objective EM-3** *Identify innovative approaches to post-2012 workscope such as calcine, spent fuel, and institutional control.*
- Objective EM-4** *Complete establishment of Federal baseline management and Government Furnished Services and Items (GFSI) delivery systems and apply to administration of new contracts.*

Strategies

EM-1 *Complete efforts to safely accelerate risk reduction, footprint reduction and continued protection of the Snake River Aquifer.*

EM-1.1 Provide DOE authorization of critical decisions, NEPA ROD, permit submittals, and procurement requests for treatment of sodium bearing waste.

EM-1.2 Provide DOE approval of waste determinations needed to close underground tanks.

EM-1.3 Provide transportation and receiver site capability to close Material Controlled Accountability Areas (MCAA) and transfer all EM-managed special nuclear material off-site.

EM-1.4 Provide to contractor results from “Alternatives to Incineration” technology test runs.

EM-1.5 Develop new Memorandums of Understanding (MOU) with Naval Reactors (NR) regarding future use and/or emptying of NR fuel from CPP-666.

EM-1.6 Identify strategy for disposition of former reactors and apply to Power Burst Facility (PBF), Engineering Test Reactor (ETR), Materials Test Reactor (MTR), and Loss of Fluid Test Facility (LOFT).

EM-1.7 Clearly communicate and perform Federal responsibilities for oversight of contractor work.

EM-2 *Complete shipment of transuranic waste offsite and meet commitments in Idaho Settlement Agreement*

EM-2.1 Facilitate implementation of the new Advanced Mixed Waste Treatment Project (AMWTP) contract to achieve 6000m³ of Transuranic (TRU) Waste shipped offsite. Provide GFSI as required.

EM-2.2 Facilitate implementation of innovative opportunities to achieve removal of 65,000m³ of TRU Waste by 2012.

EM-2.3 Obtain final Record of Decision for buried waste at the subsurface disposal area.

EM-2.4 Facilitate implementation of innovative approaches to ship Remote Handled Transuranic Waste (RH-TRU) to the Waste Isolation Pilot Plant (WIPP)

beginning in 2006 and complete by 2012. Provide GFSI as required.

EM-3 *Identify innovative approaches to post-2012 workscope such as calcine, spent fuel, and institutional control.*

EM-3.1 Facilitate implementation of innovative approaches to increase the throughput and safe handling of SNF in a cost effective manner. Provide to contractor results of Indefinite Delivery/Indefinite Quantity (ID/IQ) contract’s time motion study for CPP-603.

EM-3.2 Identify opportunities to increase the throughput of fuel offsite and disposition at Monitored Geologic Repository (MGR). Provide fuel packaging and storage facility.

EM-3.3 Identify innovative approach to retrieve, treat (if necessary), and package calcine and disposition at MGR. Provide GFSI as required.

EM-3.4 Continue to operate groundwater management systems and identify long-term stewardship plans.

EM-4 *Complete establishment of Federal baseline management and Government Furnished Services and Items (GFSI) delivery systems and apply to administration of new contracts.*

EM-4.1 Award and administer new contracts focusing on accelerated risk reduction, and improved performance. Look for opportunities for direct small business and ID/IQ contracts.

EM-4.2 Execute Federal baseline and ensure delivery of GFSI on or ahead of schedule.

EM-4.3 Develop a federal functional and workforce analysis plan that supports changes up to and post 2012.

EM-4.4 Select, qualify, and assign Federal sub-Project Managers to major subprojects.



The decontamination/ decommissioning of Test Area North's Water Reactor Research Test Facility is complete.





Accomplishing the INL Site's mission will require an alliance between DOE-ID and its contractors.



Corporate Management

Goal

Ensure the safe, reliable, and efficient completion of the DOE/INL Site missions.

Objectives

- Objective CM-1** *Implement DOE-ID planning and management systems to facilitate investment strategies to enable the multi-program Idaho National Laboratory to achieve world class capabilities in nuclear energy technologies and national security within 10 years, while ensuring other Site contractors are able to optimize achievement of their assigned missions.*
- Objective CM-2** *Revitalize the site institution by establishing a culture within the federal office that encourages flexibility and increased tolerance for mindful risk-taking, and for supporting all site contractors as they pursue workforce cultural changes to support their focused mission areas.*
- Objective CM-3** *Successfully implement DOE-ID's requirements in support of the President's Management Agenda (PMA) initiatives. Successfully integrate technical skills and capabilities with mission needs to ensure government resources are well managed and wisely used.*

Strategies

CM-1 *Implement DOE-ID planning and management systems to facilitate investment strategies to enable the multi-program Idaho National Laboratory to achieve world class capabilities in nuclear energy technologies and national security within 10 years, while ensuring other Site contractors are able to optimize achievement of their assigned missions.*

CM-1.1 Review and align current management control systems to improve contract administration and federal oversight both internal and external to the INL Site. Implement the Contract Oversight Models (COM) with INL, ICP and others, and work with the contractors to ensure appropriate activity and interface with their assurance systems.

CM-1.2 Assist and support contractor efforts to adjust benefits and medical plans, labor relations, and numerous systems changes to reflect presence of multiple contractors on site.

CM-2 *Revitalize the site institution by establishing a culture within the federal office that encourages flexibility and increased tolerance for mindful risk-taking, and for supporting all site contractors as they pursue workforce cultural changes to support their focused mission areas.*

CM-2.1 Implement the Idaho Management System (IDMS) and accomplish the first complete review of system operation by FYE 2006.

CM-2.2 Streamline the site access and research sabbatical processes to foster academic, industry, government and international collaborations.

CM-2.3 Meet commitments and maintain good relations with stakeholders, regulators, the community and affected Indian tribes by developing and executing an effective Public Outreach and Communication Program.

CM-2.4 Complete the current INL Safeguards and Security plan by FYE 2006 and initiate planning and action to complete updated requirements by FYE 2008, as resources allow.

CM-2.5 Ensure the INL Site achieves operational excellence for all facilities and experiments.

CM-2.6 Take action to establish DOE-ID as a leader in contract oversight, employing a highly professional workforce, and maintaining productive and collaborative stakeholder relationships.

CM-3 *Successfully implement DOE-ID's requirements in support of the President's Management Agenda (PMA) initiatives. Successfully integrate technical skills and capabilities with mission needs to ensure government resources are well managed and wisely used.*

CM-3.1 Implement and continue to refine Federal roles, responsibilities, accountabilities and authorities to manage multiple contractor interfaces by FYE 2006.

CM-3.2 Address the skill mix and mission alignment issues throughout FY 2006 and develop a succession plan for critical skills by FYE 2006.

CM-3.3 Take action to ensure a field office perspective is considered during the course of the Office of Management and Budget Circular A-76 studies affecting DOE-ID operations and manage implementation of A-76 decisions to optimize impacts on workforce effectiveness.

CM-3.4 Influence the development and advancement of E-government by supporting projects that offer performance gains across agency boundaries. Scrutinize Federal information technology investments to ensure that they maximize interoperability and minimize redundancy, while reducing the cost of delivering those services.